



# DLIELC Newsletter

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Lackland AFB, Texas 78236

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## DLI welcomes a new commandant: Col. James A. Garrett



By Spencer A. Berry  
DLI Public Affairs

Col. James A. Garrett began his tenure as the new DLI Commandant on November 29. After a few weeks as commandant, Garrett provides his initial assessment of the organization,

"The organization does a fantastic job of teaching English language. Unfortunately, the organization appears hampered by its own success. Although the MILDEP depend on us graduating every student, and at times we can accommodate this standard, DLI cannot increase production using this model," says Garrett.

"We need to do a better job at acculturating students into the U.S. military training model. DLI is very much an academic environment rather than a training environment, and that is something we all need to work on together. Students need better preparation before leaving DLI for follow-on training so they do not experience an immediate shock upon arrival."

Garrett believes his career experience lends itself to the organization challenges. "Out of 24 years in the Air Force, 17 years was as a student, instructor, and a staffer within AETC. The remaining seven years, I flew around the world as a mobility pilot, which gave me exposure to many different cultures. The foundation I built through AETC is, 'training is who I am.'"

He continues, "The best assignment I ever had was as an undergraduate pilot training instructor. Commanding a squadron that trains pilots to become instructors was my second favorite

assignment. This background helped prepare me for DLI's training environment."

"I also spent a year in Afghanistan working as an air advisor. This allowed me the opportunity to work directly with one of our international partners and understand their culture and the challenges they face. My recent assignment as the Deputy for International Training and Education at Randolph (AFB) helped me understand the rules, legalities, and political considerations behind the Security Cooperation world. Understanding how to interface the Security Cooperation enterprise into the AETC philosophy is what will pay dividends for DLI in the future," he says.

When asked how he defines his leadership style, Garrett says, "I am told my leadership style is M.B.W.A. (Mike, Bravo, Whiskey, Alpha); defined - Management By Walking Around. I prefer to get out and hear what people have to say and try to address their concerns. You have either leaders who focus on either the mission or the people. I'm one of the few who believe you can't do the mission without the people. I am a firm believer if you tell people what the mission is, tell people what the mission requirements are, you trust, respect, and take care of your personnel, your people will make the mission happen."

When asked his short- and long-term goals, Garrett provided his vision for the organization. "My short-term goals are to get to know everyone within the organization, get to know what we really do, and find out the concerns of the team to elevate any issues as I move into achieving long-

term goals."

"I have asked to meet with our civilian employees in small groups once a week to hear some of their concerns and try to address them. In the near future, I would like to hold town hall meetings so I can let people know our outside challenges. Everyone needs to know what is driving our growth, our long-term plans, and outcomes. If everyone is playing on the team, we all need to know where the goal-line is."

He continues, "Therefore, increasing communication and the level of teamwork are short-term goals. I realize my short-term goals will not become short-term successes. I will still need to learn my job and what we are doing. Then I must compare that with my leader's expectations of the organization and consult with the experts within our organization to figure out the best way forward to achieve those expectations. I have a lot of ideas, but 'I don't know what I don't know.'"

"In the long-term, I would like to take DLI to a higher production level and a more defined input for raw material, and output for product. I define raw material as more consistent student arrived to DLI for English language training. Unfortunately, the belief is you cannot set a defined time for international students to learn English and we cannot terminate students training within a specific period."

"Currently, we have an objective standard of an entry level ECL score.

As a result, we spend too much time trying to reach those students who are not up to that level."

See Garrett P3



Colonel Garrett receives the organizational guide on from Colonel Axelbank, 37th TRW/CC and is presented to the DLI staff as the English language school's new commandant.



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## Wanted Volleyball Coaches and Players



Anyone interested in participating in the LAFB Men's or Women's league as a coach or player, please contact the DLI's Sports Representative, Airman First Class Stalling.

League play begins Feb 12, 2012. Letters of intent must be turned in no later than Jan 4. The first coaches meeting is scheduled Jan 11.



DLIELC Newsletter

## Editorial Staff:

Miconna Boaldin:  
Chief and Managing Editor

Spencer Berry:  
Editor, Staff Writer, Photographer

Annette Janetzke:  
Public Affairs Staff Writer

Overseas and resident personnel are encouraged to submit articles for this newsletter. Deadline for the next edition is . Please forward your input to Spencer Berry, DLIELC/LEF, spenncr.berry.1@us.af.mil.

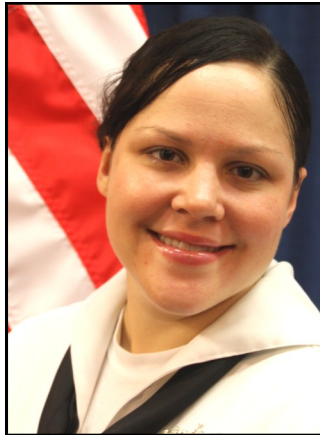




## CONGRATULATIONS: DLI 4th QTR AWARD WINNERS



**AIC Morris Freeman**  
Junior Enlisted Member



**STG2 Rachel Beauford**  
Non-commissioned Officer



**MSgt Colby Youngblood**  
Senior Enlisted Member



**LT Garry Reed**  
Company Grade Officer



**Ms. Sharon Cabell**  
Category I Civilian



**Mr. Curtis Wells**  
Category II Civilian



**Ms. Lisa Hima**  
Category III Civilian



**Mr. Tony Coe**  
Civilian Supervisor

### DLI Civilian Civil Service Longevity Award Recipients

Colonel Garrett presented Federal Certificates to DLI staff members who have provided years of dedicated and honorable service to the organization, U.S. Air Force, and Department of Defense.



**Mr. Darian L. Henderson, 10-years**



**Ms. Cecilia McMillen, 10-years**



**Ms. Ida C. Encina, 30-years**



**Ms. Nancy Rivera, 10-years**



**Ms. Andrea R. Stark, 10-years**



**Ms. Mary Alice Mendez, 30-years**



**Ms. Carmen A. Garcia, 30-years**



#### Garrett from PI

"This puts a tremendous load on the instructors and other students when we try to integrate those students who have not obtained this standard."

He continues, "However, throughout the military training environment,

and even at DLIFLC, students are given defined periods to complete training. If students cannot meet the training standards within the established training period, the training is terminated. We make exceptions here. But, international students training is terminated at other U.S. military schools if they cannot meet the minimum standards within a specified training period."

"If we can obtain more discipline in the Security Operations world to provide us a uniform product, DLI can provide a better product at the end of training in terms of the time it takes to train a student, the predictability of training, and the graduation success rate. Therefore, in order to increase production, we must create a more standardized program to teach international students English. This is a huge challenge. But, we will do this on the best advice from experts within DLI, AETC, and if necessary, from outside the Air Force."

Along with these short- and long-term goals, Garrett will also continue building on the expansion plan he inherited. "DLI has some pretty dramatic growth and demand projections. Fortunately, we already have the manpower authorizations approved for additional instructors to meet the demand. The 37th TRW and Joint Base San Antonio will help us with additional facilities, and the MAJCOM level is working to see how our international partners can assist as well," he says. Currently, the organization expansion plans are indefinite. When I get a more definite answer, I will get the word out."

At the end of his tenure as DLI commandant, Garrett wants to increase the awareness around the Air Force and DoD of DLIELC's mission and to make the organization's training program more predictable.

"There are people all over DoD who understand what DLI does, but they are stove-piped within the language community. We need personnel within the operational community to know our mission," say Garrett.

"I hope this program becomes more predictable for our customers, international partners, and the Security Cooperation enterprise. I also want program predictability for our Air Force programmers who provide resources and our instructors. If we can drive towards a more fixed course length and schedule, we should be able to block out a holiday shutdown or low tempo period for our instructors. A predictable program schedule would also accommodate periods throughout the year when personnel desire time off for families and leave."

He continues, "Unfortunately, DLI has always been at the demand of the Security Cooperation enterprise. That is fine at a

certain production level. But, if we want to increase our production, we have to create a structured program. Therefore, before I depart DLI, I want to increase production, make us better at all facets of our mission, create a predictable program, and leave the DLI team in better shape than it currently is."

**At his first commandant's call, Colonel Garrett provides the staff an immediate impression of his personality and leadership style.**

*Photos by Spencer Berry*



**Colonel Garrett host his first of many DLI graduation ceremonies.**



### Colonel Garrett welcomes Russian Director of Education

Ms. Ekaterina Gennadyevna PRIYEZHEVA, Director, Department of Education, Russian Federation Ministry of Defense, visited the DLI campus during her tour of the 37th training wing on December 8.

Accompanying Ms. PRIYEZHEVA were Colonel Axelbank, 37th TRW/CC, staff from the Russian Ministry of Defense, D.o.D. Under Secretary of Defense staff, and two Russian interpreters.

Ms. PRIYEZHEVA received a brief tour of the school's campus and an official mission briefing in the commandant's conference room.

After the briefing, Ms. PRIYEZHEVA visited a active classroom and received an opportunity to talk to DLI student Brig. Gen. Jindrich Joch, Slovak Republic Army, and his classmates.

Ms. PRIYEZHEVA also visited the DLI's aviation lab and learning center.

Before departure of the official party, Ms. PRIYEZHEVA and Colonel Garrett concluded the visit with an exchange of gifts.



*Photos by SSG Sanchez, DLI Protocol*





## Spotlight Article: Field Studies Program Office Weekend Tour Escort Volunteer Marc Berry, Instructor, Advance English Section



**Marc (far right) poses for a photo at Mount Vernon while on the Washington, DC trip. He is joined by Annette Janetzke, FSP office lead escort (middle), and a former DLI student.**

*By Spencer A Berry  
DLI Public Affairs*

Marc Berry began his employment at DLI in General English, January 2000. When Marc transferred to DLI's Instructor Development Branch, he decided to volunteer as a Field Studies weekend program (FSP) tour escort. Since April 2006, his role as a tour volunteer provided valuable FSP tour support.

"I have probably been on every tour since becoming an escort volunteer," says Berry. "I usually try to volunteer for as many tours monthly as possible. I have traveled on some tours several times. Just estimating, I probably help escort around 15-17 tours per year."

Berry enjoys participating in many of the FSP weekend tours. "I really like any tour that travels to the Texas Hill Country. One of the first tours I volunteered for was the LBJ Ranch. One of my favorite tours is Fredericksburg," he says. "Fredericksburg is such a charming town. Additionally, I love the Pacific War museum there too. Unfortunately, I haven't seen everything in the museum since it was remodeled, but I know I will soon."

Being a weekend tour volunteer also facilitates Berry's love of history. "Traveling on tours like the Bob Bullock museum allows me to learn more about Texas history. A few months ago, I participated as a volunteer on the over-night Dallas/Fort Worth trip. I appreciated the opportunity to visit the U.S. Mint and the location of President Kennedy's assassination," he says.

Berry states volunteering as a weekend escort allows instructors the opportunity to interact with students outside the classroom. "Escorting gives teachers an opportunity to meet different students and the chance to go on tours with some of their current students. There are only a few opportunity to socialize with students outside the classroom. You get to observe the students in a relaxed environment and see their love of photography too."

Although he enjoys traveling on the tours, Berry knows the FSP program is primarily for the students. "I believe every tour meets program objectives

for most students. When talking to students, some say they don't get enough time and some say they have too much time. Fortunately, the department does an outstanding job providing the students a variety of tours throughout Texas. Students have an opportunity to get out, meet genuine people, and receive a great education on American history and culture."

Berry continues, "The FSP weekend tour program is a great opportunity for the students. Sadly, some of the student don't take advantage of the program and they stay in their dorm rooms all weekend. I believe some students feel it is an inconvenience to sign up or get up early on the weekends to attend these tours. Some students say they do not attend weekend tours because they have no money. These students should know the tour program asks them only to sacrifice their time at little or no out of pocket costs."

"Fortunately, the students that actually take advantage do quite frequently and have nothing but positive things to say about the tours they attend and the entire program. They say it's an easy way for them to get out and around. The tours are a positive aspect of their time here at DLI."

Berry looks forward to volunteering for future weekend trips. "Because some tours like the Bob Bullock museum and LBJ library are so short due to FSP field trip objectives, I would like the opportunity to visit these places again to see some of the things I missed. Additionally, I hope to get selected as a volunteer for the Corpus Christi overnight tour for the chance to revisit the Lexington Battleship and city aquarium too."



**Marc (far right) poses with a group of international students for a photo after arriving back from a Field Studies program tour.** Photos by Annette Janetzke

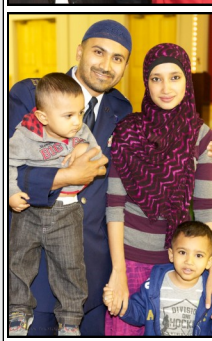
### UAE celebrates the nation's 40th Anniversary



The United Arab Emirates liaison office, enrolled students, and their family members invited DLI staff to the Lackland AFB Gateway Club to help them celebrate their country's 40th Anniversary on December 2nd.

Invitees were treated to a traditional Arabic feast of lamb and rice. The club also provided fish, stuffed chicken and various side items for guest.

Following the dinner, UAE staff and student took turns cutting the 40th anniversary cake and welcomed guest to join them on the club's floor to dance the remainder of the evening.



Photos by Solarman Photos





## DLI celebrates the holidays



### AMIGO & student holiday social

Colonel Garrett and the Field Studies Program office welcomed AMIGO sponsors, students, and DLI staff to an evening of entertainment and fun at this year's AMIGO and student holiday social hosted at the Kelly Club on December 10, from 6 - 9 p.m.

Guests were treated to hors d'oeuvres, a fajita and dessert bar, and entertainment consisting of the DLI choir, the Mission Winds Clarinet Quartet, and a D.J. who kept the guest moving all evening with a wonderful variety of dance music.



### DLI staff holiday program

DLI conducted its annual Holiday Program on December 16.

The audience received a brief overview of Muslim and Jewish holiday traditions from the Lackland AFB Chaplain's Group. DLI instructor Anita Franklin presented the staff the history of Kwanzaa. Finally, the DLI choir treated the audience to traditional holiday music and performed a humorous musical skit titled "There's a new guy in town."

After the program, Colonel Garrett, his spouse, and the division chiefs helped serve attendees a holiday pot-luck feast.



Photos by Spencer Berry





## DLI staff host send-off for Colonel Jones

Before officially departing, staff hosted a going-away luncheon at the Texas Roadhouse restaurant on November 28 for Col. Howard G. Jones III.

Jones received a variety of departing gifts from each department. Shown in the attached photos, he received a personalized Pittsburgh Steelers jersey from the commandant's Knowledge Operations staff. The Ohio native also received an honorary Texas citizenship certificate from the Deputy commandant and DLI's first sergeant presented the departing commandant a framed organizational guide on.



Colonel Jones conducts his last VIP visit before departure.



As a last order of business, Colonel Jones welcomed Lt. Gen. Thomas J. Owens, Aeronautical Systems Commander, Wright Patterson AFB, Ohio, who visited the campus for a coalition modernization project.

## Deployed instructor creates Storyboards of her Afghanistan experience



Emily Rivas comes to Afghanistan from Lackland AFB, Texas where she teaches English to international military personnel at the Defense Language Institute English Language Center (DLIELC).

In Afghanistan, she teaches English to future pilots at the Kabul English Language Training Center (KELTC).



"Working with the Afghan military students is such a rewarding experience. They are not only very eager to learn English but also extremely dedicated to their training and their country's mission."



## KELTC Bids Farewell and Congratulations to Seven Pilot Candidates



New Eagles for Afghanistan!



- Kabul English Language Training Center teachers and students acknowledge and congratulate seven graduate pilot candidates now off to Shindand for flight school.
- Graduates achieved high scores on their English placement test and will be assigned to the 444<sup>th</sup> Air Expeditionary Advisory Squadron for pilot training.
- Students are assigned to either fixed or rotary wing training.



Last Updated: 18 Nov 11  
POC: Lt Col Lomsdalen, 237-0547

UNCLASSIFIED

Ms Emily Rivas, currently deployed at the Kabul English Language Training Center, Afghanistan, created two story boards illustrating her experience as an instructor and the end-result of her efforts in support of the school's English language training mission

## Deck the Halls....

International students enrolled in the Specialized English training branch took time away from the classroom to help decorate the DLI campus and join in the holiday spirit.

